



Business Plan 2012-2013

# MONTEREY

COUNTY CONVENTION & VISITORS BUREAU

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## Making Tourism Work Harder

On behalf of the Monterey County Convention & Visitors Bureau, we are thrilled to present the new Monterey County Strategic Plan. This sets the foundation for aggressively driving tourism growth and ushers in a new era of transparency, focus and industry wide collaboration. Included in these pages are our Vision and Mission statements, as well as our strategic priorities and values. We are an organization dedicated to making tourism work harder to positively impact our economy and the livelihood of the tens of thousands of people who work in and benefit from tourism.

Also included is our Business Plan for the 2012-2013 Fiscal Year that specifically lays out the goals and strategies we will employ in the pursuit of driving tourism. The MCCVB has adopted an outcomes-based approach that guides our efforts and gauges success based on aligning goals with clearly defined measurements. The stakes have never been higher in the fight for visitor dollars and never before has our organization been so comprehensively unified with our industry to ensure Monterey County continues to reap a larger share in that fight.

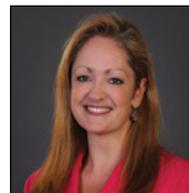
The basis for success is rooted in collaboration. In fact, this plan was not created in a vacuum but in unison with our Board members, industry partners and especially by listening to our customers. The overriding objective is to ensure the tourism tide rises for all businesses, large and small, and in every corner of our county. Our approach has institutionalized collaboration with new communication protocols, outreach efforts and greater opportunities for stakeholders to participate with the MCCVB in our programs.

We are extremely proud to present this new plan and grateful to all who contributed to its development. However, it is only the first major step. Its success depends on what we do next – in how we step forward as a unified industry. Our promise to this community is to use this plan as a road map toward achieving a new level of success. Our commitment to our industry partners is to maintain the highest standards as a Destination Marketing Organization and the greatest level of collaboration. Together, we can all make tourism work much harder for Monterey County.

Best regards,



Kirk Gafill  
Chairman of the Board



Tammy Blount  
President & CEO

## OFFICERS



**Kirk Gafill, Chair\***  
Nepenthe



**Mike Oprish, Secretary\***  
Bernardus Lodge



**Lisa Dias, Vice Chair\***  
L' Auberge Carmel



**Randy Venard, Treasurer\***  
Inns of Monterey



**John Lloyd, Past Chair\***  
Pine Inn



**Tammy Blount\***  
Monterey County Convention  
& Visitors Bureau

## BOARD MEMBERS



**Bob Buescher**  
Carmel Mission Inn



**Bob Cowdrey**  
Monterey Conference Center



**Blair Robinson**  
Monterey Bay Aquarium



**Carol Chorbajian**  
CCM&E



**Colleen Bailey**  
National Steinbeck Center



**Dan Priano**  
Post Ranch Inn



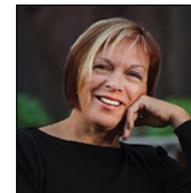
**Dave Potter**  
Monterey County Board of  
Supervisors 5th District



**Don Dennis**  
Beach Resort Monterey



**Frank Sollecito**  
City of Monterey



**Gill Campbell**  
Mazda Raceway Laguna Seca



**Harvey Dadwal**  
City of Seaside



**Jackie Behrick**  
Skydive Monterey Bay

\* Executive Committee Member



**Janine Chicourrat**  
Portola Hotel & Spa



**Mike Zimmerman**  
Cannery Row Company



**Carmelita Garcia**  
City of Pacific Grove



**John Turner**  
InterContinental  
The Clement Monterey



**Prashant Mora**  
Holiday Inn Express & Suites Salinas



**Daniel Dawson**  
City of Del Rey Oaks



**Joy Anderson**  
Mariposa Inn & Suites



**Rene Boskoff\***  
Monterey Marriott Hotel



**Kimbley Craig**  
City of Salinas



**Lisa Cotter\***  
Pebble Beach Company



**Steve McNally**  
Hyatt Regency Monterey



**Rhonda Motil**  
Monterey County Vintners  
and Growers Association



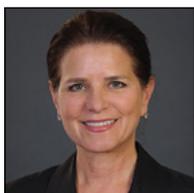
**Mairead Hennesy**  
Asilomar Conference Grounds



**Candy Myers-Owen**  
Marina Economic  
Development Commission



**Todd Kruper**  
City of Sand City



**Marietta Bain\***  
Fandango Restaurant



**Tom Greer**  
Monterey Peninsula Airport District

## ADVISORS

# POWER OF TOURISM

Domestic and international visitors spent **\$102.3 billion** in California in 2011. This spending supported **893,000** jobs and accounted for combined earnings of **\$30.4 billion**. Travel spending generated **\$2.3 billion** in local taxes and **\$4 billion** in state taxes. In Monterey County, tourism generated **3.3 million** overnight visitors, **\$2.1 billion** in visitor spending and **21,450** full-time tourism jobs.

Visit California Tourism Research, 2012  
Dean Runyan & Associates, 2012





# STRATEGIC PLAN

## VISION

Inspire the world to experience our extraordinary destination.

## MISSION

Drive business growth through compelling marketing & sales initiatives that maximize the benefits of tourism to our guests and members.

## VALUES

### **Integrity**

We will at all times be trustworthy, honest, and do what we say we're going to do.

### **Strategic**

Our plan will be an efficient and clearly defined road map to achieve the targeted goals of the organization.

### **Visionary**

We will develop, share and inspire others to realize our ideal future.

### **Leadership**

We will define our vision and advocate for it allowing our guests and members to benefit from our destination marketing and sales efforts.

### **Accountability**

We will be responsible for our results, actions and words.

### **Passionate**

We will create success using passion about our profession and achieving results.





# STRATEGIC PRIORITIES

## **Create a consistent and dynamic marketing message.**

We will use our iconic and differentiating experiences to create compelling desire from our customers to choose our destination.

## **Invest in market opportunities.**

MCCVB will invest in markets with the strongest propensity to drive business growth including maintenance of strong markets and new investment in emerging ones.

## **Increase customer dialogue to grow market share.**

MCCVB will have ongoing dialogue with our customers to increase loyalty, create destination ambassadors and consistently improve market share and the effectiveness of our marketing and sales initiatives.

## **Strengthen relationships with our community through inclusion, transparency and accountability.**

Through outreach, education and personal experiences we will communicate our business plan, its initiatives and goals, and our progress toward them.

## **Build a high performance talent culture that attracts and maintains strong leadership.**

MCCVB will recruit and retain experienced, innovative and successful talent to its Board and Staff to ensure our destination reaches and exceeds its potential economic and social benefit from tourism.

# DESTINATION DASHBOARD

The Destination Dashboard is the collection of tourism metrics MCCVB tracks on an annual basis to gauge the overall state of the tourism industry. The ability to affect these metrics is dependent on the combined effort of all who participate in Monterey County’s tourism economy. The Dashboard will consist of data provided by Smith Travel Research (STR) including:

## CALENDAR YEAR 2011

	MONTEREY COUNTY	SONOMA	NAPA	SANTA BARBARA
Occupancy	60.8%	64.0%	64.5%	65.7%
• Transient	38.3%	47.3%	44.4%	46.2%
• Group	21.9%	16.6%	19.9%	16.1%
• Contract*	.6%	.1%	.1%	3.3%
ADR	\$157.60	\$111.89	\$233.42	\$146.77
RevPAR	\$95.80	\$71.66	\$150.53	\$96.42

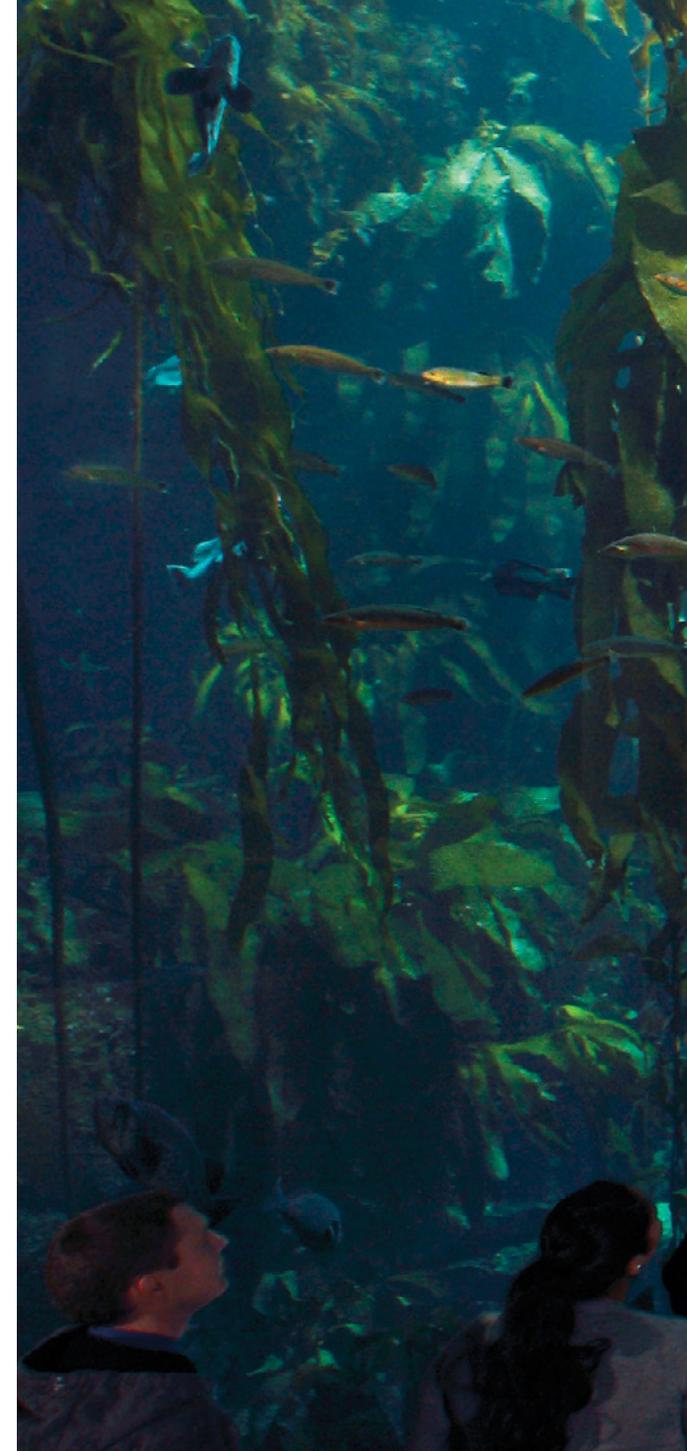
Data provided by Smith Travel Research

\*Contract = Permanent guests or rooms under contract with lodging facilities, e.g. airline crew rooms

## Tourism Industry Impact

Overnight Visitors:.....	3.3 Million
Average Length of Stay:.....	3.1 Nights
Visitor Spending:.....	\$2.1 Billion
Tax Revenues:.....	\$140.7 Million
Full-Time Tourism Jobs:.....	21,450
Tourism Employment Earnings:.....	\$926 Million

Dean Runyan & Associates, 2012

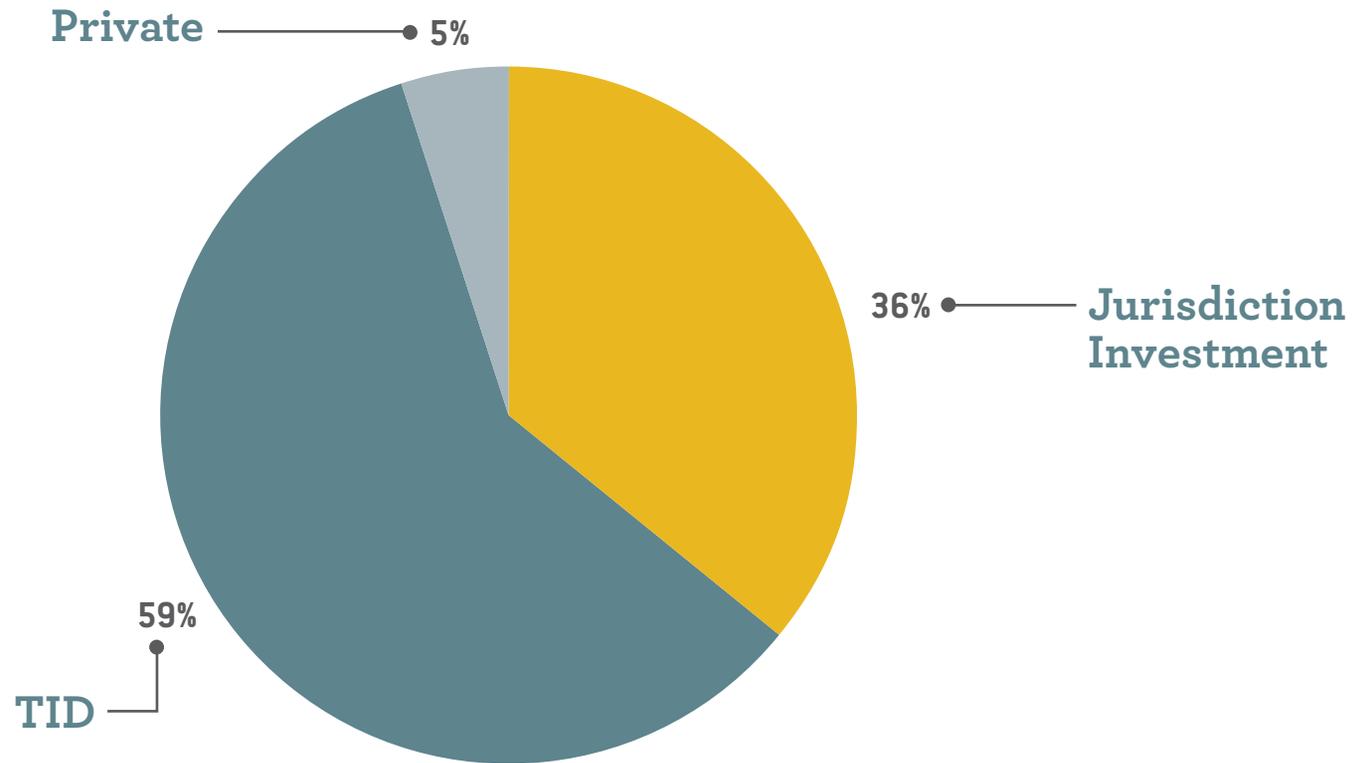




# 2012-2013 BUDGET

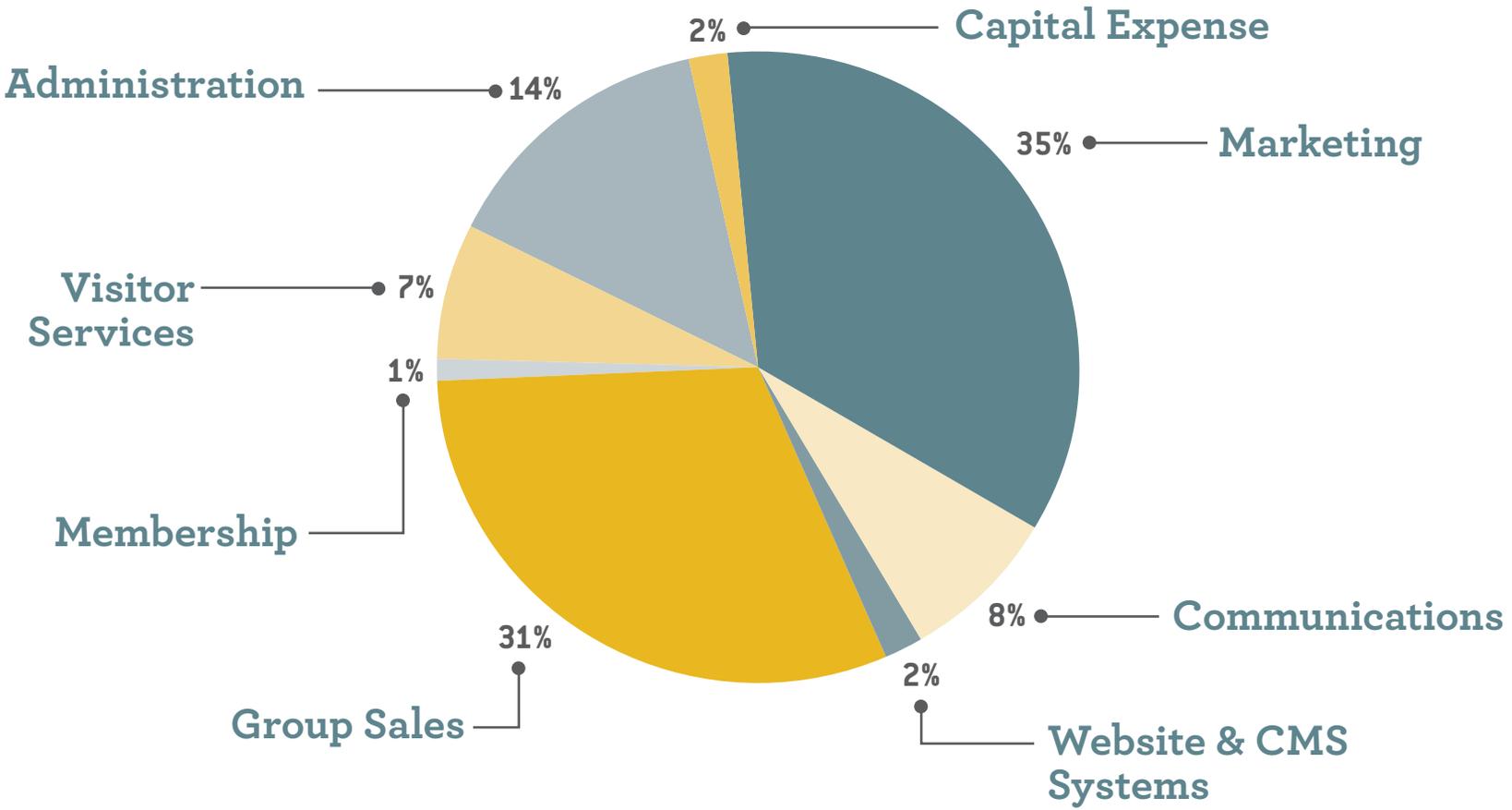
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## REVENUE



FY 12-13 BUDGET TOTAL IS \$5,776,817.

# EXPENSES



## TRAVELERS IN CONTROL

A consistently important trend in the tourism industry is how travelers are gaining more and more ability to research, explore, customize and package their travel experiences. The effect of this trend is a smarter, selective and demanding target audience. As a result, industry suppliers including hotels, attractions, airlines, OTAs and others in travel supplier chains (and the many social sites, bloggers, trip advisors, etc.) have raced to provide copious amounts of information.

This shift of ‘power’ toward the travel buyer has actually created a blight of information overload. A major study by Amadeus/PhoCusWright (February 2012) found that nearly half of American travelers are frustrated by too much information when going online to plan a trip. This trend provides an opportunity for MCCVB to better connect travelers with our stakeholders by providing them organized and quality destination information.

## NICHE TRAVEL EXPERIENCES

Niche travel continues to be a critical factor in the tourism economy. “Travel continues to evolve from something [travelers] want to something they actually need,” reported a Vice President of the American Express Retail Travel Network at a recent major travel conference. Individual interests and passions are fueling travel decisions more than ever which provide a significant advantage for Monterey County. Travelers are not just seeking trips to take, but rather life-enriching experiences to gather.

MCCVB will seek to assist marketing aspects of the destination that draw them in for their individual interests – the experiences they are seeking – and also show them a part of the county they might not have expected. Thus, we are utilizing niche travel to further broaden the overall appeal of the destination.

## IMPACT OF SOCIAL MARKETING

Social media has long since passed the point of novelty and usage by teenagers. It is a vast multi-network, multi-billion dollar communication channel that can be the difference between success and failure for any organization. For destination brands, social media will only become more essential. MCCVB will build on previous efforts





to showcase the destination with additional focus on driving measurable engagement with visitors who know and love Monterey County to help reach those who haven't yet experienced the destination.

## **BUSINESS TRAVEL**

After a mixed recovery in business travel during the past few years, the United States Travel Association (USTA) reports consistent growth in the coming years. Business travelers have a wide array of options in Monterey County and MCCVB will leverage the destination's diversity in meeting places and spaces in a focused effort to grow business (and leisure) group travel.

## **INTERNATIONAL**

Overall growth in international travel in recent years has been steady but slow and is projected to continue at this pace. However, travel from China is booming and Chinese visitors spend an average of \$6,200 per person versus \$3,000 for a UK traveler, according to the USTA. Visit California is aggressively positioning to take advantage of China's growing travel market and MCCVB will partner with the state in these efforts. Canada has always provided the highest number of foreign travelers to the USA and now it's projected to increase by 6% in the next year (study by BMO Financial Group, reported in Calgary Herald, June 15, 2012). China and Canada will be focal points for international marketing and partnerships.

## **COMPETITION**

The global economy has resulted in a situation where the tide is lowering for all and discretionary income is tightening. A June 2012 Gallup study shows consumer spending is inconsistently alternating on a monthly basis and The Conference Board reported in May 2012 that the Consumer Confidence Index is trending down. As such, the competition for consumers' share of wallet is high and competitive advantage is critically dependent on creative solutions, vigilance and most of all integrated collaboration with all in the Monterey County tourism economy. The 2012-2013 Business Plan includes a number of new initiatives and creative solutions, but the ultimate success for the destination relies on fully collaborating and integrating the destination wide tourism effort.

# MARKETING

Marketing the destination is the centerpiece of the overall effort. Marketing is essentially telling a compelling story about Monterey County to inspire our target audience to choose our destination for their vacation, getaway, conference or meeting. MCCVB is implementing a research-supported, targeted, brand-driven marketing program in the next year. Where the Monterey County brand goes, the success of the destination will follow.

## **Goal: Drive higher levels of positive awareness and interest to support overnight visitation to Monterey County.**

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Integrate and leverage paid media placements to drive reach/value in Web, Communications and Sales

Develop unified, compelling brand positioning to support marketing and all messaging

Focus on key feeder markets and expand targeted media reach in key fly-in markets

Increase partnership programs with Visit California, SFTravel, BrandUSA and other industry organizations

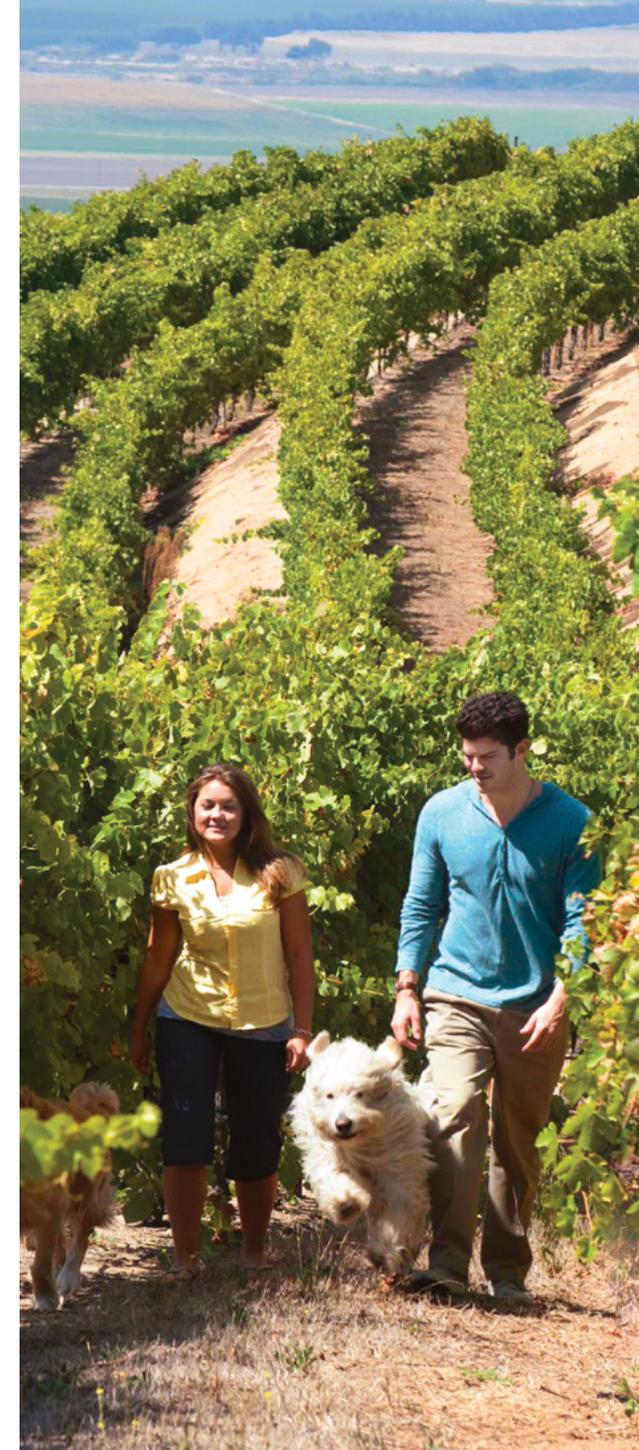
Institute a comprehensive research program to guide and measure marketing efforts

## **Measured Outcomes**

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Advertising Effectiveness – new study, establish benchmark

Web Visitation – 1,050,000 Annual Unique Visits





# MARKETING INITIATIVES

## Advertising the Brand

The tip of the spear for the Monterey County tourism program is the advertising effort. The goal in the next year will be to further strengthen the brand promise and effectively communicate to existing and new target audiences.

## Primary focus remains on brand development in key drive markets and regions including San Francisco and Central California

MCCVB will continue to build on previous efforts to further increase visitor growth, both first time and repeat visitation. A key focus will be on further dimensionalizing the Monterey County brand to inform and excite our visitor base.

## Partnerships in fly-in markets

As direct service into Monterey continues to develop, MCCVB will seek to create incremental visitation into previously untapped markets. Monterey is directly connected by air service to major cities including San Diego, Denver, Phoenix and Las Vegas and we will explore targeted media partnerships to drive seasonal visitation.

## International Marketing

MCCVB will leverage partnerships with Visit California to gain valuable marketing exposure in Canadian and Chinese markets.

## Implement new research programs including Ad Effectiveness and Conversion Study

As an outcome-based organization, MCCVB will implement a research-based plan to gauge, guide and measure our efforts. This information will be shared with our stakeholders to broaden their knowledge of our visitor base and sharpen their individual marketing efforts.

# COMMUNICATIONS

The focus of the Communications effort is to showcase the wealth of compelling content Monterey County encompasses that will inspire and motivate travel to our destination. In particular, the purpose is to generate coverage and exposure beyond what our budgets allow for advertising. The MCCVB Communications program will internalize Public Relations and refocus agency efforts to gain high-visibility media exposure. In addition, the MCCVB PR team will place more emphasis on media missions and FAM trips for credentialed media.

**Goal: Increase positive publicity, social network ‘buzz’ and overall earned media coverage.**

Centralize internal PR management, staffing and focus

Refocus PR agency support services toward high quality broadcast media coverage

Increase focus on media missions and FAMs

Increase social media interaction

## Measured Outcomes

Earned Media/Ad Equivalency Value: \$25MM

Social Media: Facebook 23,500 likes; Twitter 5,971 followers

## EARNED MEDIA

Earned Media is *favorable publicity* gained through PR and promotional efforts (other than advertising). It is generally considered *more credible* than paid media and is measured by the *industry accepted standard* of Ad Equivalency, which gauges what the editorial coverage would have cost if paid in advertising dollars.





# COMMUNICATIONS INITIATIVES

The MCCVB team has delivered a significant amount of positive media attention through our publicity program that includes targeted press releases, conducting media missions and hosting media FAM trips. In the coming years these efforts will be bolstered by tactics that include:

## Refocus PR resources on “high visibility” broadcast and print exposure, media missions and FAM trips

MCCVB is revising Communications to centralize planning and management internally and rescope outside agency focus exclusively toward high visibility PR opportunities. In addition, the PR team will increase efforts to ‘export’ the Monterey County experience through exciting media missions in top feeder markets, as well as ‘import’ journalists and travel writers for first hand experiences with the multitude of incredible activities and attractions the destination offers.

## Increased integration with Marketing and Advertising programs

Communications will work seamlessly with Marketing to ensure consistent messaging, synergized opportunity and efficient effort. The team will seek to leverage paid media opportunities to create earned media coverage.

## Use Social Media

MCCVB will continue to increase the use of social media to more effectively reach younger markets and create dialogue with travel writers, bloggers and media outlets. In addition, social media will be used to speak more with our existing customer groups including meeting planners and group travel influencers.

SeeMonterey.com is the centerpiece of providing compelling information that allows potential visitors to commit to a trip to Monterey County. MCCVB has recently taken a major step toward fully leveraging web technology with the overhaul of SeeMonterey.com. This was an important step toward driving tourism to Monterey County and creating a targeted digital platform for our stakeholders.

## **Goal: Increase online reach; deliver higher level of quality content to potential visitors.**

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Improve new SeeMonterey.com web platform that allows for upgraded content updates and delivery

Provide added member benefits through web technology

Significantly increase search engine optimization (SEO)

## **Measured Outcomes**

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Website Impressions (Page Views): 4.3MM

Time on Site: 3:30

Visitor Database: 23,500





## WEB INITIATIVES

### Upgraded and trackable photo and video functionality

The new SeeMonterey.com includes greatly improved photo and video upload functionality. The best content comes from our industry partners and this feature will allow them to not only deliver their best content to a broad audience, but also allow them to track activity from SeeMonterey.com web visitors.

### New Special Offers Page

We have significantly enhanced our ability to use special offers and promotions to boost travel to Monterey. SeeMonterey.com includes a user-friendly, trackable tool for industry partners to upload special offers and promotions and even allows interested web visitors to download coupons.

### SeeMonterey.com Mobile Site

With the recent launch of the new SeeMonterey.com site, the next major step forward will be the implementation of the SeeMonterey.com Mobile Site in 2012-2013. The Mobile Site will greatly improve the digital experience by providing information about Monterey County on handheld devices.

### New Widgets and Alerts Capabilities

The new CMS platform allows widgets such as “Visitor Guide Requests,” “E-newsletter Sign-Ups” and “Online Booking Reservations” to appear on every web page. This makes traveler alerts and promotion features possible.

# GROUP SALES

Group Sales is an essential component to Destination Marketing and especially important to Monterey County. Group visitors typically spend more than leisure guests and fill occupancy needs in shoulder seasons when leisure visitation is lower. MCCVB has realigned personnel, expanded focus and is developing new partnerships in order to significantly increase leads for Group Sales across the county. The overall goal is to deliver high quality leads – this will be done by bolstering the MCCVB team and resources, further leveraging third party organizations and working at an unprecedented level of partnership with our stakeholders.

## **Goal: Deliver high quality leads.**

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More aggressively utilize/leverage partnerships

Broaden use of Digital/Social/Technology to reach key target audiences

Proactively prospect for leads through tradeshows, client events, customer lists, cold calling, research

Launch Destination Services program

## **Measured Outcomes**

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Total Leads Generated: 785

Total Lead Room Nights: 240,450

Conversion Rate: 29%

Total Definite Room Nights: 69,730

Provide Destination Services to 60% of all meetings booked from MCCVB leads





# SALES TEAM FOCUS

## Large City-wide Groups

Larger groups that fill two or more hotels will continue to be a major focus for the Group Sales team.

## Boutique Meetings

With the many boutique hotel and meeting venue spaces spread across the county, MCCVB has developed a specific focus on meetings with less than 100 rooms on peak.

## Corporate & Incentive Travel

Corporate and incentive meetings are the most rapidly recovering segment of business travel. Monterey County is especially formidable in these areas with a wide range of unique meeting venues and spaces.

## Sports & Leisure

Group travel for sports and leisure interests is a rapidly expanding area of tourism. MCCVB is upgrading our resources and focus to draw in sports and leisure groups and will be working closely with the hotel sales teams of stakeholders to increase the destination's share of this lucrative market segment.

## Integration with Marketing and Communications

Success in the future will rely on total integration of focus and effort. This includes Group Sales programs where MCCVB will constantly seek to integrate overall marketing and communication efforts to support sales.

# MEMBERSHIP

The strength of Destination Marketing is augmented through collaboration and leveraged resources with industry partners. MCCVB is focused on driving membership which in turn drives growth of visitation, and in doing so, provides value to our lodging partners and overall membership base. Success in the tourism economy requires great involvement, collaboration and synergies with industry partners. Therefore, in the coming year, MCCVB is implementing a number of initiatives to increase the value proposition of membership and grow our membership base. In doing so, we increase our ability to grow overall visitation.

## **Goal: Increase membership value proposition and overall memberships.**

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Revamp communication protocol with community and industry stakeholders

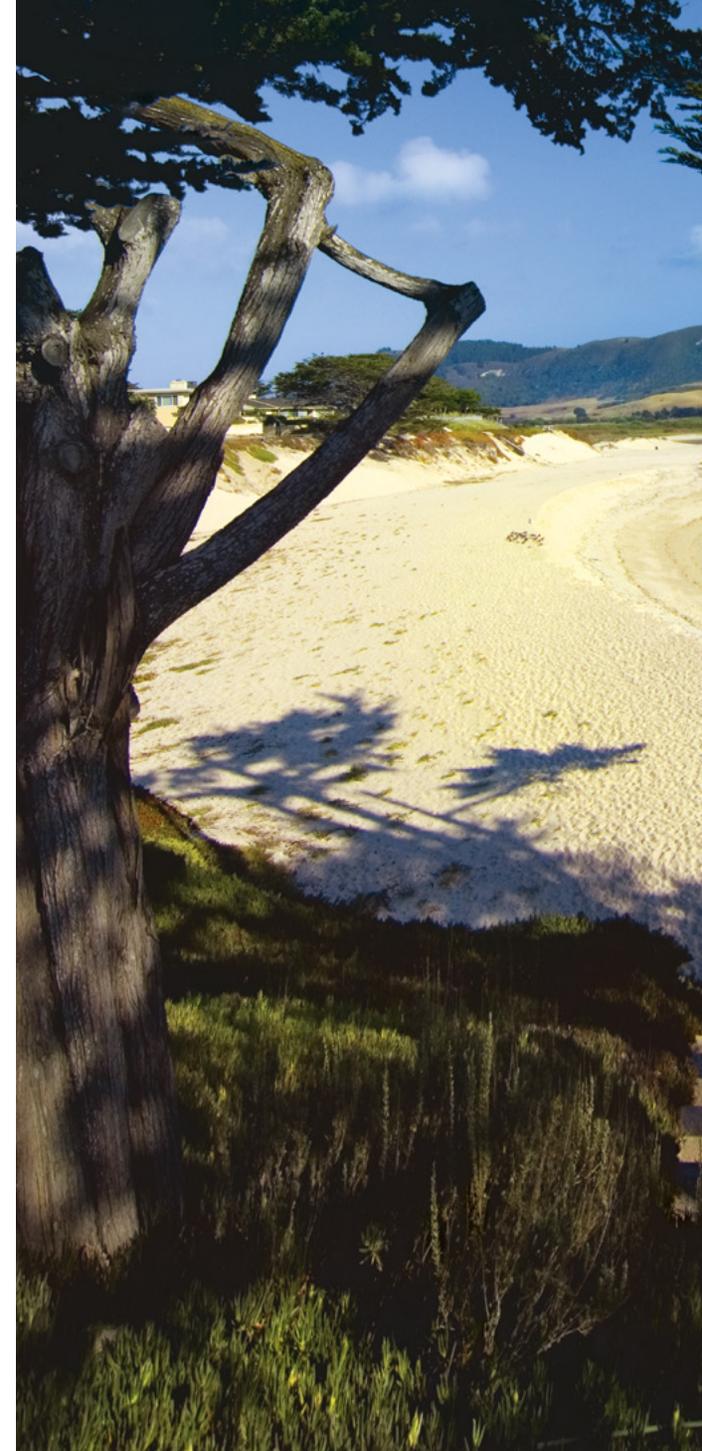
Establish membership events and educational opportunities

## **Measured Outcomes**

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80% retention rate of dues-paying membership

Recruit 85 new dues-paying members





# VISITOR SERVICES

The MCCVB Visitor Services program is the original form of “social marketing” and the purpose is to directly affect economic impact. Visitor Services is an immediate opportunity to ‘upsell’ our destination. Our Visitor Services team puts a face, some conversation and a smile behind the allure of Monterey County tourism and presents an important opportunity to demonstrate our hospitality. More importantly, we focus on creating upselling opportunities to turn day-trippers into overnight guests and encouraging overnights to extend their stay.

## **Goal: Influence length of stay and visitor spending through service excellence.**

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Continue seven day service at El Estero Visitor Information Center

Provide referrals and reservations for lodging, dining and activities

Implement outreach program to concierge and front-line hospitality employees

## **Measured Outcomes**

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Increase visitor referrals/inquiries by 1,100

Visitor Services Influence Index—establish benchmark

# PROFESSIONAL TALENT

At the heart and within the soul of any quality organization is its people. The new Vision and Mission for the MCCVB was shaped around the idea of fully leveraging Monterey County's potential as a world-class destination. In turn, the MCCVB will always hold the people running our organization to world-class standards of excellence in how we plan and execute the tourism program.

**Goal: Build a high performance talent culture that attracts and maintains strong leadership.**

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Recruit and retain best talent possible

Implement performance based personnel management

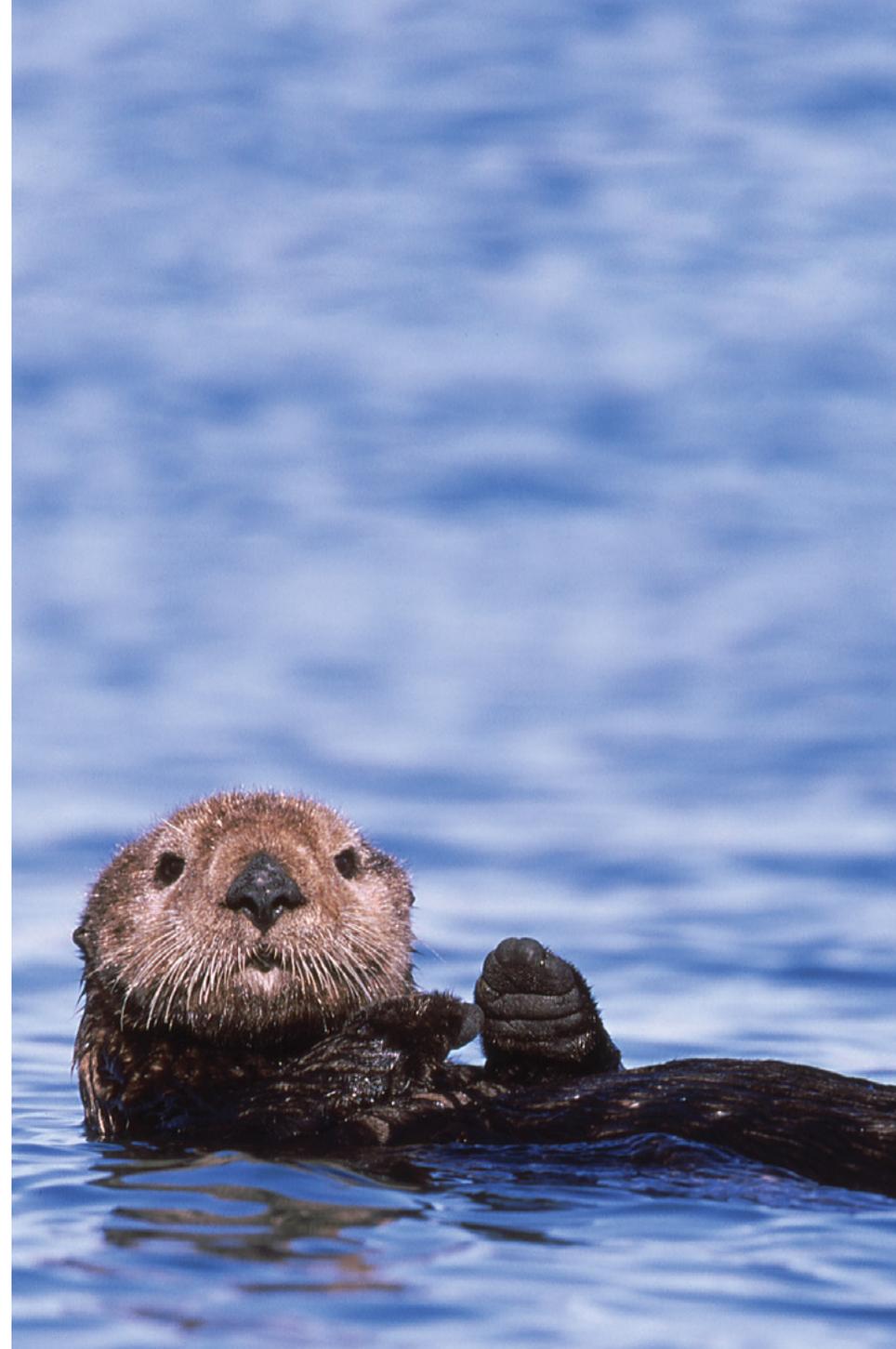
Add positions that support Strategic Priorities

**Measured Outcomes**

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Achieve organizational goals

Talent retention





# ADMINISTRATION

The processes and management structure behind the operation of the MCCVB will take a giant leap forward in the next fiscal year. These are integral to the success of the organization and critical in terms of how MCCVB is viewed by the people and institutions we represent, and those we seek to do business with. A cornerstone to our Administration plan is to attain the ‘gold standard’ of Destination Marketing Organizations (DMOs) – DMAI Accreditation.

## **Goal: Create efficiencies that enable effectiveness and organizational excellence.**

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Achieve DMAI Accreditation

Implement cloud network platform to integrate and synergize computer/digital systems

Implement comprehensive HR training program for all team members

## **Measured Outcomes**

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Complete DMAI Accreditation by June 30, 2013

Cloud network implemented by July 31, 2012

HR training program executed

## **WHY DMAI ACCREDITATION IS IMPORTANT**

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The Destination Marketing Accreditation Program is a major stepping stone for MCCVB in the next year. This is important for three critical reasons: 1) it establishes a higher level of standards, procedures and values for MCCVB as a Destination Marketing Organization; 2) it ensures our Board and stakeholders of the industry’s highest level of operational integrity and accountability; and, 3) it signifies to the many corporations, meeting planners, brand partners and others we seek to do business with that Monterey County is among the best and most select DMOs in the world.

# GOAL SUMMARY

## MARKETING

Ad Effectiveness	New Benchmark
Website Visitation	1,050,000

## COMMUNICATIONS

Earned Media	\$25MM
Social Media	
Facebook	23,500
Twitter	5,971

## WEBSITE/CMS SYSTEM

Website Impressions	4.3MM
Time on Site	3:30
Visitor Database	23,500

## GROUP SALES

Total Leads	785
Total Lead Room Nights	240,450
Conversion Rate	29%
Total Definite Room Nights	69,730
Destination Services	60%

## MEMBERSHIP

Retention Rate	80%
New Members	85

## VISITOR SERVICES

Visitor Referrals/Inquiries	111,100
Visitor Services Influence Index	New Benchmark

## PROFESSIONAL TALENT

Achieve Organizational Goals
Talent Retention

## ADMINISTRATION

Complete DMAI Accreditation	By 6/30/2013
Cloud Network Implemented	By 7/31/2012
HR Training Implemented	Ongoing





# MONTEREY

COUNTY CONVENTION AND VISITORS BUREAU

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